

PUEBLO COMMUNITY COLLEGE

Performance Pay Program for Classified Employees

12-13-01, 1-14-03, 2-25-05

I. Introduction

The purpose of Pueblo Community College's (PCC) Performance Pay Program for classified employees is to promote excellence within the College and optimize our potential to achieve individual, college and system goals and objectives. This Program has been developed in accordance with CRS 24-50-104(1)©(IV), enacted by the Colorado General Assembly as part of SB 00-211. It is effective June 15, 2001. Any exceptions to this Program must be approved in writing by the College President.

II. Performance Planning and Evaluation General Guidelines

Performance Management: a system that has been implemented to ensure that the performance expected from employees is identified and rewarded.

Evaluation Tool: the Performance Planning and Evaluation Form is attached. No other form may be used to evaluate performance. The Performance Plan should align with department and/or College goals and objectives. Statewide uniform core competencies as defined by the State Personnel Director have been incorporated into the Performance Planning and Evaluation Form and cannot be disregarded in the final rating for each employee. These competencies are: 1) communication, 2) interpersonal skills, 3) customer service, 4) accountability, and 5) job knowledge. The competencies are defined on the Performance Planning and Evaluation Form. A multi-source assessment process was considered but will not be implemented at this time.

Evaluation Period: classified employees shall be evaluated annually or more often if deemed necessary by the supervisor or next level supervisor(s). The rating cycle shall be April 1 through March 31 of each year beginning March 31, 2006. Plans shall be completed by April 30 of each year. For new employees, performance plans shall be completed by the supervisor within 30 days of date of hire.

Mid-Year Reviews: at mid-year or as often as deemed necessary, supervisors shall meet with employees to review performance, coach and obtain feedback. This session shall be documented on the Planning and Evaluation Form. New employees or those working under a performance improvement plan or corrective or disciplinary action, may need more frequent meetings or a different evaluation schedule.

Ratings of Transferring Employees: if an employee moves to another appointing authority or department during a performance cycle, an interim overall evaluation shall be completed and delivered to the new appointing authority or department.

Responsibility of Plan/Evaluation: supervisors are responsible for developing performance plans and evaluating performance for each of their employees. Supervisors are expected to involve employees in the planning process to the greatest extent possible and are encouraged to discuss professional growth and training opportunities and goals on an annual basis. Absent extraordinary circumstances, failure to timely plan and evaluate shall result in a corrective action and ineligibility for a performance award. If the individual performance plan or evaluation is not completed within 30 days of the correction action, the rater must be disciplinarily suspended in increments of one workweek following a pre-disciplinary meeting. Statutes provide, in addition, that if any evaluations are not completed by July 1, the supervisor may be demoted. If failure to evaluate by July 1 happens for two consecutive years, the supervisor shall be demoted to a non-supervisory position. Failure to timely complete the plan/evaluation shall result in the next-level supervisor completing the plan/evaluation. This process shall continue up the chain of command up to the College President until the plan/evaluation is completed as required by law. If an evaluation is not completed on a timely basis, the rating shall default to “Fully Competent (Level 2)” until a final evaluation is completed. Supervisors should have a provision in their own performance plan that evaluates the effectiveness of their performance management of their employees. In addition, classified supervisors who fail to complete timely evaluations shall not be eligible for performance awards.

Ratings: employees shall be evaluated/rated based on four possible qualitative rating levels: Needs Improvement (Level 1), Fully Competent (Level 2), Exceeds Expectations (Level 3), or Meritorious (Level 4). Quotas or forced distribution processes for determining the number of ratings in any of the four performance levels shall not be established.

Review of Ratings: The next-level supervisor must review the supervisor’s (or rater’s) evaluation of the employee’s performance before the evaluation is given to the employee. The HR Office shall monitor the quality and consistency of ratings before final overall ratings are provided to employees which includes a review of documentation of Needs Improvement or Meritorious ratings.

Needs Improvement Rating: an overall performance rating of Needs Improvement (Level 1) shall result in a corrective action. Individual factor ratings of Needs Improvement (Level 1) may result in a performance improvement plan or corrective action.

Record keeping: the Human Resources Office shall be the official custodian of record for performance evaluation forms. The Human Resources Office shall be responsible for completing all required reports to the Department of Personnel & Administration.

III. Distribution of Performance Salary Adjustments

Eligibility: all permanent, classified employees are eligible for a performance salary adjustment.

Performance Salary Adjustments: performance salary adjustments are based on the final overall rating and shall be base building. Performance salary adjustments are permanent and paid as regular salary effective on July 1. The employee's current department as of July 1 is responsible for payment of the adjustment.

Notification of Uniform Statewide Performance Salary Adjustment: prior to the payment of annual performance salary adjustments, the Director of the Department of Personnel & Administration shall specify and publish the percentage ranges for performance levels based on the available statewide performance pay funding. Individual supervisors shall be responsible for informing the employee of the performance salary adjustment.

Exiting Employees: for exiting employees to receive a base building award for the previous year, they must be on the payroll July 1 in order to receive the award.

Performance Salary Adjustments for New Hires: shall be prorated from the date of hire.

General Guidelines:

- If the final overall evaluation is Needs Improvement (Level 1), the employee shall be ineligible for a performance salary adjustment.
- If the final overall rating is at Meritorious (Level 4) the adjustment to base pay shall not exceed the grade maximum. Any portion of the adjustment amount that exceeds grade maximum shall be paid as a one-time lump sum in the July payroll. The statutory salary lid does not apply to any non-base building portion of the adjustment.
- If the final overall rating is not Meritorious (Level 4), the adjustment cannot exceed the grade maximum. If base pay is at grade maximum or in saved pay above the maximum, the employee is ineligible for a performance salary adjustment.
- An employee granted an annual performance salary adjustment shall not be denied the adjustment because of a corrective or disciplinary action issued for an incident after the close of the previous performance cycle.

Award Procedures:

- The Human Resources Department shall prepare a report to the College President indicating the rating levels of each classified employee.
- Based on the ratings, each year the College President shall oversee the quality of the performance pay program and determine the allocation of funds among divisions based on the percentage ranges for performance levels specified and published by the Director of the Department of Personnel & Administration.
- If the College decides to pay varying percentages to employees rated at the same rating level, the President will publish the criteria used to determine the varying percentages. Sources of funds (e.g., cash or general), method of funding (e.g.,

appropriated or memorandum of understanding), and length of state service shall not be criteria.

IV. Incentive Awards

Supervisors are strongly encouraged to consider incentive awards in recognizing employee performance. Examples are: administrative leave; letters of recognition placed in employees' personnel files; articles about the employee in the monthly PCC newsletter; time off work to attend a class, workshops or conferences, professional development seminars, etc. Incentive awards may be given at any time. Incentive awards are not calculated in the total amount of performance salary adjustments.

V. Dispute Resolution Process

Pueblo Community College shall adhere to the Community Colleges of Colorado's Dispute Resolution Process for Classified Employees (attached). The Process is an open, impartial review process that is not a grievance or an appeal and allows the parties an opportunity to have issues reviewed objectively. PCC's Human Resources Office shall distribute the Dispute Resolution Process to all classified employees and their supervisors and shall inform new employees of the process during the new employee orientation. The Dispute Resolution Process shall be available on PCC's intranet.

VI. Training

Performance management training is required for PCC employees and supervisors to ensure that performance criteria relates appropriately to individual jobs, that the measurements accurately reflect performance requirements, and that employees receive sufficient performance feedback to meet or exceed organizational requirements and expectations.

Training for new employees/supervisors or refresher training sessions will be held as needed.

VIII. Salary Guidelines

Note: this section is not required as part of the Performance Pay Program; however, the guidelines in this section have been approved by PCC President and Cabinet.

New Hires: the beginning salary shall be the minimum salary range. Any exceptions must be approved in writing by the appropriate Cabinet Member, Vice President for Administration & Finance, Director of Human Resources and College President.

Upward Adjustments: base pay for upward job reclassifications may remain the same or increase up to 10% base-building. In no case shall the new base rate be lower than the minimum or higher than the maximum of the new grade. Although requests for upward movements may be submitted at any time, the effective date of any pay increase shall be the following July 1. If the position is funded through an external grant, any pay increase shall be the beginning of the next grant-funded year.

IX. Attachments

Colorado Community College & Occupational Education System Dispute Resolution Process
Pueblo Community College Performance Planning & Evaluation Form for Classified Employees

Approved By:

Dr. Mike Davis, President

February 25, 2005